

U.S. Department of Housing & Urban Development

2014 Strategic Sustainability Performance Plan



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Agency Policy Statement

The mission of the U.S. Department of Housing and Urban Development is to create strong, sustainable, inclusive communities and quality affordable homes for all. HUD is working to strengthen the housing market to bolster the economy and protect consumers, meet the need for quality affordable rental homes, utilize housing as a platform for improving quality of life, build inclusive and sustainable communities free from discrimination, and transform the way HUD does business. This Strategic Sustainability Performance Plan lays out our ambitious goals and commitments for the coming year, which include continuing to develop and promote sustainability practices throughout the Department's programs.

HUD has offices and staff across the Nation, yet its Headquarters, the Robert C. Weaver Federal building, is the only facility that it operates. In 2010, HUD began implementing an Energy Savings Performance Contract (ESPC) that has already substantially improved the 46-year-old facility's performance, and the ESPC will be the cornerstone of HUD's efforts to meet Scope 1 and 2 Green House Gas emissions reductions. HUD is also working with the General Services Administration to lease sustainable office space for HUD staff working in other locations across the Nation. In the coming year, HUD will remain focused on its Headquarters improvements and leasing practices, while directing additional attention to reducing the agency's indirect Scope 3 Green House Gas emissions.

HUD's commitment to sustainability stretches beyond its own facilities to include important interagency partnerships with other Federal offices. HUD is a core member of the Federal Partnership for Sustainable Communities, along with the Environmental Protection Agency and Department of Transportation. This collaborative effort will promote a broad-based strategy to lower carbon emissions and household costs through integrated housing and transportation programs and planning. HUD's Office of Sustainable Housing and Communities continues to coordinate sustainability measures throughout HUD programs and promote sustainable principles nationwide. In addition, through its partnership with the Department of Energy, HUD is moving forward on home energy labeling, energy efficient mortgage financing, and more.

HUD is greatly committed to planning and preparing for the risks and vulnerabilities associated with climate change. HUD eagerly anticipates reviewing implementation progress and continuing to update its Climate Change Adaptation Plan during the coming year.

HUD continues to improve existing programs and pursue new initiatives to reduce greenhouse gas emissions, reduce energy and water use, build a clean energy economy, and mitigate the effects of a changing climate. As a Department, we remain deeply committed to complying with environmental, energy, and public health statutes, and know that we must lead by example in ensuring that our facilities and operations become models of sustainability.



Patricia Hoban-Moore

Chief Administrative Officer, Office of Administration and
Senior Sustainability Officer

STRATEGIC SUSTAINABILITY PERFORMANCE PLAN

Executive Summary

The Department of Housing & Urban Development (HUD) perceives deep connections between HUD's mission of creating strong, sustainable, inclusive communities and the sustainability goals of Executive Order 13514. While HUD has a relatively small directly managed federal footprint and owns no buildings, the Department envisions great opportunity to integrate sustainability with the agency mission. This document is an overview of HUD's strategies and implementation progress toward achieving its sustainability goals.

SECTION 1: VISION

The connections between HUD's mission and HUD's operations are deep and meaningful, and progress towards the goals of this Sustainability Plan ultimately reflects the integrity of the Department's commitment towards its mission. HUD fully intends to implement its goals in order to not only reduce the agency's carbon footprint, but also to lay the framework for a sustainable future.

The Department expects that the coming year will bring more widespread collaboration with HUD program areas. This will be accomplished through new leadership and a renewed effort to further HUD's sustainability goals and accomplishments.

SECTION 2: LEADERSHIP

The role of Senior Sustainability Officer (SSO) has recently been assumed by HUD's Director of the Office of Administration. HUD looks forward to continuing to work on Administration priorities with leadership from the new Senior Sustainability Officer.

The Department will continue to strive to more fully integrate and link sustainability practices between different areas of HUD operations and embed them into appropriate program level contexts. HUD's Office of Sustainable Housing & Communities and the Office of Facilities Management Services both play key leadership roles in promoting and implementing sustainability. The ongoing and future collaboration with the new Senior Sustainability Officer will allow for meaningful evolution of current practices towards higher standards of sustainability.

SECTION 3: PERFORMANCE REVIEW

Goal 1: Greenhouse Gas (GHG) Reduction

Goal Description

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Executive Order 13514 establishes that agencies will set a percentage reduction target for agency-wide reductions of scope 1 and 2 greenhouse gas emissions in absolute terms by fiscal year 2020, relative to a fiscal year 2008 baseline. These emissions refer to actions for both buildings and fleet vehicles. HUD's FY 2008 total Scope 1 and 2 emission baseline is 20,283 MTCO₂. The FY 2020 goal for Scope 1 and Scope 2 is 10,671 MTCO₂, a reduction of 47.4%.

Executive Order 13514 requires agencies to establish and report a percentage reduction target for agency-wide scope 3 greenhouse gas emissions in absolute terms by fiscal year 2020, relative to a fiscal year 2008 baseline. HUD's goal is to reduce agency-wide scope 3 greenhouse gas emissions by 16.2% by FY 2020.

a. INTEGRATION

The following agency policies, planning documents and/or related reporting documents are integrated with the HUD's accomplishment of this goal:

- Annual GHG Inventory and Energy Data Report
- OMB Scorecard
- DOE Annual Federal Fleet Report to Congress
- Climate Change Adaptation Plan
- Fleet Management Plan

b. EVALUATION MEASURES

- Progress toward achieving FY2020 goals for GHG reduction targets for Scopes 1, 2 & 3
- Facility energy intensity reduction
- Use of renewable energy
- Reduction in fleet petroleum use
- Federal Commuting

c. SUCCESSES

- Reduced Scope 1&2 GHG by 45.6% exceeding the FY 2020 goal
- Reduce Scope 3 GHG by 16.2% and on track to meet FY 2020 goals
- Completed Phase 5 & 6 of ESPC (HVAC and building envelope improvements)
- Completed domestic hot water connection to natural gas boiler; decommissioned purchased steam system.
- Completed installation of new chiller controls as part of the ESPC
- Implemented Capital Bikeshare subsidy program
- Provided training on new Energy Management Control System (EMCS) to the HUD Building Operations staff

d. CHALLENGES

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- Additional funding needs for hazardous materials abatement needed to complete the ESPC. *Note- HUD has made great progress in reserving funding for this work, however the unexpected complexity of the abatement requirements have plagued the project since inception
- HUD Law Enforcement exempted fleet vehicles
- Coordination of ESPC building improvements with building occupants- large occupant moves to swing spaces

e. LESSONS LEARNED

- HUD performed an hazardous materials survey to determine the level of abatement needed for the ESPC which proved to be inadequate- additional effort for upfront testing and investigative work would have prevented project schedule delays.

f. PLANNED ACTIONS

- Complete Phase #7 & 8 of the building HVAC retrofits, fan coil removal and building envelop improvements
- Complete commissioning and functional testing of the new HUD building boilers
- Turn over maintenance responsibility for all ESPC Phases to HUD maintenance
- Develop policy on minimizing business travel
- Perform feasibility research and collect vendor information for potential bikeshare station

Goal 2: Sustainable Buildings

Goal Description

E.O. 13514 requires that by FY 2015, 15 percent of agencies' new, existing, and leased buildings greater than 5,000 square feet meet the Guiding Principles. In order to meet the FY 2015 goal, agencies should have increased the percentage of conforming buildings by approximately 2 percent annually from their FY 2007 baseline.

a. INTEGRATION

The following agency policies, planning documents and/or related reporting documents are integrated with the HUD's accomplishment of this goal:

- EISA Section 432 Facility Evaluations/Project Reporting/Benchmarking
- OMB Scorecards
- Climate Change Adaptation Plan

b. EVALUATION MEASURES

- Facility energy intensity reduction

- Use of renewable energy
- % of owned and FRPP reported leased building that meet sustainability guiding principles

c. SUCCESSES

- Complete installation of condensing boiler heating system and domestic hot water connection
- Completed Phase #5 & 6 of ESPC (HVAC and building envelope improvements)
- In coordination with GSA, HUD completed a large renovation for 30% or more of the HUD HQ 2nd floor- project is LEED certified and occupied.

d. CHALLENGES

- HUD does not own any buildings and does not construct new federal buildings, nor does the agency report in FRPP. The agency does not make site selection decisions. HUD has requested that GSA sustainability guiding principles be incorporated into all leases entered into on behalf of HUD.

e. LESSONS LEARNED

f. PLANNED ACTIONS

- Train at least 50% of the Building Operations Staff by 3/1/14

Goal 3: Fleet Management

Goal Description

E.O. 13514 and the Energy Independence and Security Act of 2007 (EISA) require that by FY 2015 agencies reduce fleet petroleum use by 20 percent compared to a FY 2005 baseline. Agencies are expected to achieve at least a 2 percent annual reduction and a 30 percent reduction is required by FY 2020.

a. INTEGRATION

The following agency policies, planning documents and/or related reporting documents are integrated with the HUD's accomplishment of this goal:

- Annual GHG Inventory and Energy Data Report
- OMB Scorecard
- DOE Annual Federal Fleet Report to Congress
- Climate Change Adaptation Plan
- Fleet Management Plan

b. EVALUATION MEASURES

- Petroleum use reduction
- Alternative fuel use

c. SUCCESSES

- Complete optimal fleet inventory update
- Completed study of the vehicle inventory for the Office of Field Administrative Resources (OFAR) and set a corresponding vehicle reduction goal.

d. CHALLENGES

- Exemption of HUD Law Enforcement Vehicles- *Note- The agency SSO is committed to reviewing and validating current Law Enforcement Exemptions

e. LESSONS LEARNED

e. PLANNED ACTIONS

- Perform Vehicle Allocation Methodology (VAM) on eligible HUD Fleet.
- Implement a pilot shared vehicle program
- Replace eligible vehicles with high efficiency alternatives.
- Continue to promote the use of alternative fuels in all areas where available.

Goal 4: Water Use Efficiency and Management

Goal Description

HUD has set a goal to reduce its potable water consumption usage by 16% in FY 2015, and 26% in FY 2020 from a FY 2007 base year. HUD will also strive to reduce its Industrial, Landscaping, and Agricultural water consumption by 10% by FY 2015, and 20% by FY 2020.

a. INTEGRATION

The following agency policies, planning documents and/or related reporting documents are integrated with the HUD's accomplishment of this goal:

- OMB Scorecards
- EISA Section 432 Facility Evaluations/Project Reporting/Benchmarking
- Annual GHG Inventory and Energy Data Report

b. EVALUATION MEASURES

- Potable water reduction

c. SUCCESSES

- 30.2% reduction in potable water use intensity exceeding 2020 reduction goal.

d. CHALLENGES

- Regular process water drain downs for ESPC construction have contributed to excess water use.

e. LESSONS LEARNED

- Through the ESPC, HUD was able to complete water savings retrofits building wide, this also included large flush pedal style urinals that would have been difficult and cost prohibitive to replace. Through field testing/trials the ESPC contractor was able to find compatible flush kits and the agency was able to add the retrofits to the project.

f. PLANNED ACTIONS

- Perform commissioning, measurement and verification through utility bill analysis
- Perform feasibility assessment for water capture system.
- Perform Quality Assurance monitoring to ensure O&M contractors are tour building mechanical areas, immediately reporting and repairing leaks.

Goal 5: Pollution Prevention and Waste Reduction

Goal Description

E.O. 13514 requires that Federal agencies promote pollution prevention and eliminate waste. The E.O. requires agencies to minimize the use of toxic and hazardous chemicals and pursue acceptable alternatives. It also requires agencies minimize waste generation through source reduction, increase diversion of compostable materials, and by the end of FY 2015 divert at least 50% of non-hazardous and 50% of construction and demolition debris.

a. INTEGRATION

The following agency policies, planning documents and/or related reporting documents are integrated with the HUD's accomplishment of this goal:

- Strategic Sustainability Performance Plan
- Integrated Pest Management Plan
- Agency Chemical Inventory

b. EVALUATION MEASURES

- Compliance review of refrigerant management practices

c. SUCCESSES

- Completed draft Integrated Pest Management Plan

d. CHALLENGES

e. LESSONS LEARNED

f. PLANNED ACTIONS

- Perform compliance review of refrigerant management practices
- Review chemical inventory to identify substitutes or eliminate unneeded chemicals

Goal 6: Sustainable Acquisition

Goal Description

E.O. 13514 requires agencies to advance sustainable acquisition and ensure that 95 percent of applicable new contract actions meet federal mandates for acquiring products that are energy efficient, water efficient, biobased, environmentally preferable, non-ozone depleting, recycled content, or are non-toxic or less toxic alternatives, where these products meet performance requirements. To monitor performance, agencies perform quarterly reviews of at least 5 percent of applicable new contract actions to determine if sustainable acquisition requirements are included

HUD will ensure that 95% of applicable new contract actions, including task or delivery orders under new contracts and existing contracts, meet sustainable acquisition requirements, and require the supply or use of products and services that are energy efficient (Energy Star or FEMP-designated), water efficient, biobased, environmentally preferable, non-ozone depleting, contain recycled content, or are non-toxic or less toxic alternatives.

HUD will ensure its affirmative procurement plan, policies, and programs are updated to ensure all Federally-mandated designated products and services are included in all relevant acquisitions.

Goal 7: Electronic Stewardship and Data Centers

Goal Description

E.O. 13514 requires agencies to promote electronics stewardship by: ensuring procurement preference for EPEAT-registered products; implementing policies to enable power management,

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duplex printing, and other energy-efficient features; employing environmentally sound practices with respect to the disposition of electronic products; procuring Energy Star and FEMP designated electronics; and, implementing best management practices for data center operations.

HUD will establish and implement policy and guidance to ensure use of power management, duplex printing, and other energy efficient or environmentally preferred options and features on all eligible agency electronic products. HUD will also:

- Update its policy to reflect environmentally sound practices for disposition of all agency excess or surplus electronic products.
- Update agency policy to ensure implementation of best management practices for energy efficient management of servers and Federal data centers.
- Identify how it intends to meet technology energy consumption reduction goals in its data centers.
- Plan to meet the technology energy reduction goals in data centers (include details on the investment plan, covered vs. non-covered facilities, and how the agency identified the covered facilities).
- Increase the quantity of electronic assets disposed through sound disposition practices.

Goal 8: Renewable Energy

Goal Description

E.O. 13514 requires that agencies increase use of renewable energy. Further, EPACT 2005 requires agencies to increase renewable energy use such that 7.5 percent of the agency's total electricity consumption is generated by renewable energy sources for FY 2013 and beyond. For FY 2012, the required target was 5 percent of an agency's total electricity consumption.

HUD will continue to participate in the GSA area wide utilities agreement which secures electricity pricing for multiple buildings in the region and includes REC purchases for the HUD Headquarters. HUD does not purchase energy for any of its other buildings which are leased and managed through GSA.

Goal 9: Climate Change Resilience

Goal Description

E.O. 13514 requires each agency to evaluate agency climate change risks and vulnerabilities to identify and manage the effects of climate change on the agency's operations and mission in both the short and long term.

a. INTEGRATION

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The following agency policies, planning documents and/or related reporting documents are integrated with HUD's accomplishment of this goal:

- Climate Change Adaptation Plan (this plan integrates various policies and planning documents related to the agency's mission such as: loan and grant policies or guides; disaster assistance/resilience policies; environmental assessment factors; emergency evacuation & relocation procedures for HUD-assisted housing; and various others)
- Agency Emergency Response Procedures
- Agency Workforce Protocols

b. EVALUATION MEASURES

- Implementation of action items described in the agency Climate Change Adaptation Plan

c. SUCCESSES

- Created the HUD Resilience Council that includes principals from each of HUD's core offices and staffed by designees from each office.
- Successfully developed the HUD Climate Change Adaptation Plan which identifies regional climate vulnerabilities and lays the framework for future adjustments in operation that will be necessary for mitigating the risks associated with climate change.

d. CHALLENGES

- Coordination between multiple program offices, regional field offices, and external stakeholders in order to properly identify and evaluate the potential effects of climate change on HUD's mission.

e. LESSONS LEARNED

- The formation of the HUD Resilience Council for the specific purpose of developing the Climate Change Adaptation Plan has been instrumental in accomplishing the agency's goals.

f. PLANNED ACTIONS

Going forward, the Resilience Council will continue to track the implementation of this plan, as well as focus on the following three core activities:

- Create a structure and process to continue to educate and inform HUD program managers on the evolving risks and vulnerabilities created by a changing climate and make key decisions regarding resilience.

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- Engage partners and allies to access the latest climate risk information and build on their work to respond to and anticipate climate impacts and build community resilience.
- Complete key deliverables for HUD’s resilience work including the five categories of actions established in HUD’s Climate Change Adaption Plan:
 - Update Program Policies and Regulations;
 - Develop Toolkits and Training Materials for HUD Grantees;
 - Prepare and Train HUD Staff;
 - Conduct Research on Climate-Related Risk; and
 - Other Actions.

Goal 10: Energy Performance Contracts

Goal Description

Energy Performance Contracts, including both Energy Savings Performance Contracts (ESPCs) and Utility Energy Service Contracts (UESCs), enable agencies to obtain energy efficiency investments in buildings and deploy on-site renewable energy through long-term contracts with the private sector, which are in turn paid through savings derived from those investments.

HUD did not commit to a performance contracting investment target. HUD awarded an ESPC for the HUD Headquarters building just prior to the Presidents challenge. HUD HQ is a GSA Delegated Building and is the only building for which HUD has operation and maintenance responsibility. This project resulted in \$33 million of energy efficiency improvements. All of HUD's other buildings are leased through GSA and are not candidates for HUD initiated ESPC work.

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Table 1: Agency Size & Scope

Agency Size & Scope	FY 2012	FY 2013
Total Number of Employees as Reported in the President's Budget	9,014	8,365
Total Acres of Land Managed	0	0
Total Number of Buildings Owned	0	0
Total Number of Buildings Leased (GSA and Non-GSA Lease)	122	122
Total Building Gross Square Feet (GSF)	4,090,021	4,090,021
Operates in Number of Locations Throughout U.S.	82	82
Operates in Number of Locations Outside of U.S.	0	0
Total Number of Fleet Vehicles Owned	0	0
Total Number of Fleet Vehicles Leased	386	371
Total Number of Exempted-Fleet Vehicles (Tactical, Law Enforcement, Emergency, Etc.)	217	213
Total Amount Contracts Awarded as Reported in FPDS (\$Millions)	2,177	597

Department of Housing and Urban Development

Evaluating Previous Strategies

Goal 1: Greenhouse Gas (GHG) Reduction – Scope 1 & 2

(A) Strategy	(B) Did you implement this strategy? (Yes/No)	(C) Was the strategy successful for you? (Yes/No)	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Implement in EISA 432 covered facilities all lifecycle cost effective ECMs identified	Yes	Yes	Yes- Complete Phase #7 & 8 of the building HVAC retrofits, fan coil unit removal and building envelope improvements.
Reduce grid-supplied electricity consumption by improving/upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc.	Yes	Yes	Yes- All but one of HUD's planned actions for this category were completed successfully. Commissioning and functional testing will be included in the planned actions for this strategy.
Employ operations and management best practices for energy consuming and emission generating equipment	Yes	Yes	This will be an ongoing action item as new equipment and systems are turned over to HUD's in-house maintenance staff.
Install building utility meters and benchmark performance to track energy and continuously optimize performance	Yes	Yes	Yes- meters have been installed and are being linked to the new Energy Management Control System (EMCS).
Reduce on-site fossil-fuel consumption by installing more efficient boilers, generators, furnaces, etc. and/or use renewable fuels	Yes	Yes	Yes- the new boiler system at HUD HQ is completed, however commissioning and functional testing were put on hold but will be completed during this reporting period.

Goal 1: Greenhouse Gas (GHG) Reduction – Scope 3

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Reduce employee business ground travel	No	No	Yes- The action item for this strategy was not implemented but will be included in the planned actions for this year.
Reduce employee business air travel	No	No	Yes- the action item for this strategy was not implemented but will be included in the planned actions for this year.
Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions	No	No	Yes- HUD plans to use its upcoming commuting survey to identify opportunities for emissions reductions.
Develop and implement bicycle commuter program	Yes	Yes	Yes- HUD implemented subsidies for Capital Bikeshare memberships and will be reviewing the feasibility of continuing the program and expanding it to field offices.
Provide bicycle commuting infrastructure	No	No	HUD will be working with GSA to determine the feasibility of installing a bikeshare station.

Goal 2: Sustainable Buildings

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Redesign or lease interior space to reduce energy use by daylighting, space optimization, sensors/control system installation, etc.	Yes	Yes	Yes- the major renovation on the 2nd floor of HUD HQ was successfully completed and is now occupied. HUD will incorporate sustainable

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
			principles into renovations at the HQ Building although no major renovations are planned at this time.
Develop and deploy energy and sustainability training for all facility and energy managers	Yes	Yes	Yes- facility and energy managers attend a variety of online training courses in order to stay current on sustainability and energy standards and trends. HUD will continue this effort during the next reporting cycle.

Goal 3: Fleet Management

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Optimize/Right-size the composition of the fleet (e.g., reduce vehicle size, eliminate underutilized vehicles, acquire and locate vehicles to match local fuel infrastructure)	Yes	Yes	Yes- HUD will perform its next VAM no later than 3/31/15
Reduce miles traveled (e.g., share vehicles, improve routing with telematics, eliminate trips, improve scheduling, use shuttles, etc.)	Yes	No	Yes- HUD reduced miles traveled by using shuttles and bikeshare subsidies. The planned action for implementing ZipCar pilot program was not completed. HUD will continue to use this strategy to reduce shuttle trips and will also explore the feasibility of pursuing the ZipCar program for next FY.
Acquire only highly fuel-efficient, low	Yes	Yes	Yes- HUD only acquired high efficiency or AFV

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs)			replacements during this reporting cycle and intends to continue this practice during the upcoming reporting period.

Goal 4: Water Use Efficiency & Management

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Develop and deploy operational controls for leak detection including a distribution system audit, leak detection, and repair programs.	Yes	Yes	Yes- this strategy has been successful in identifying potential problems with building systems before they become serious. HUD will be continuing this practice.

Goal 5: Pollution Prevention & Waste Reduction

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Eliminate, reduce, or recover refrigerants and other fugitive emissions	Yes	Yes	Yes- HUD successfully reviewed the Headquarter's refrigerant management program and installed an updated refrigerant detection system for the main mechanical area. HUD will continue regular reviews of its monitoring program.
Reduce waste generation through elimination, source reduction, and recycling	Yes	Yes	Yes- HUD will continue to perform reviews of its recycling practices and waste stream to reduce waste generation.

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals/materials	Yes	Yes	Yes- HUD completed an integrated pest management plan during this reporting period. HUD will continue to improve its pest management practices to reduce or eliminate the use of toxic and hazardous chemicals.
Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities	Yes	Yes	HUD will continue to update its Agency Chemical Inventory Plan and implement practices to reduce, substitute or eliminate unneeded chemicals.

Goal 6: Sustainable Acquisition

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Update and deploy agency procurement policies and programs to ensure that federally-mandated designated sustainable products are included in all relevant procurements and services	Yes	Yes	Yes- HUD regularly updates its web pages and distributes procurement signals to maintain awareness of requirements.
Include biobased and other FAR sustainability clauses in all applicable construction and other relevant service contracts	Yes	Yes	Yes- HUD will continue to perform compliance audits and quarterly reviews to ensure that clauses are included in applicable contracts.
Review and update agency specifications to include and encourage biobased and other designated green	Yes	Yes	Yes- HUD is planning to continue the use of this strategy.

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
products to enable meeting sustainable acquisition goals			
Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which include sustainable acquisition requirements	Yes	Yes	Yes- HUD will continue to strive for 100% compliance on using FSSI for office supplies. This is measured through monthly sampling to ensure compliance.

Goal 7: Electronic Stewardship & Data Centers

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Ensure that power management, duplex printing, and other energy efficiency or environmentally preferable options and features are enabled on all eligible electronics and monitor compliance	Yes	Yes	Yes, HUD will continue to use this strategy: 1) Duplex Printing – Duplex printing is enabled on all networked printers; 2) Power management - Automated power management is enabled for all computers and printers across the Enterprise.
Update and deploy policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products, including use of certified eSteward and/or R2 electronic recyclers, and monitor compliance	Yes	Yes	Yes, HUD will continue to only use certified recyclers for electronics disposal.
Ensure acquisition of 95% EPEAT registered and 100% of ENERGY STAR qualified and FEMP	Yes	Yes	Yes, HUD IT Services contracts require EPEAT-registered and energy-efficient products. HUD will include EPEAT

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
designated electronic office products			requirements in new infrastructure contracts when purchasing energy-consuming products covered by EPEAT

Goal 9: Climate Change Resilience

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Update agency emergency response procedures and protocols to account for projected climate change, including extreme weather events	No	No	Yes, HUD has action items for this strategy included in its Climate Change Adaption Plan.
Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change	No	No	Yes, HUD has action items for this strategy included in its Climate Change Adaption Plan.
Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change	Yes	Yes	HUD will continue to use this strategy and has multiple action items that are linked to this strategy.
Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies	Yes	Yes	Yes, HUD recently formed the HUD Resilience Council which includes agency principals from HUD's core offices and is staffed by a designee(s) from each office.
Identify vulnerable communities that are served by agency mission and are	Yes	Yes	HUD will be continuing its efforts to identify vulnerable communities and physical

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
potentially impacted by climate change and identify measures to address those vulnerabilities where possible			assets such as HUD-Assisted Properties. Action items are included.
Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary	Yes	Yes	HUD will continue to use this strategy by maintaining the Resilience Council and engaging partners and/or allies to access the latest climate risk information.

Department of Housing and Urban Development

Goal 1: Greenhouse Gas (GHG) Reduction

HUD Progress toward Scope 1 & 2 Greenhouse Gas Goals

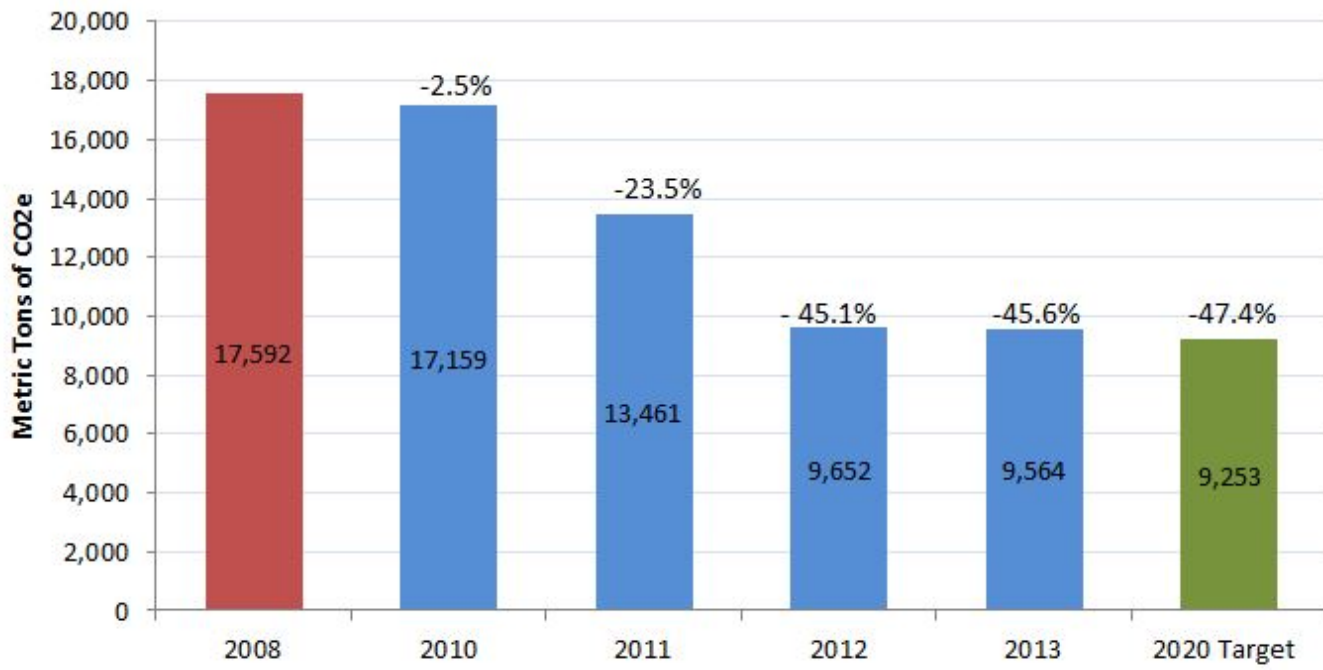


Table 1-1: Goal 1 Strategies - Scope 1 & 2 GHG Reductions

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Use the FEMP GHG emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified	No	This is not considered a Top 5 strategy since HUD only reports energy for one building which is currently undergoing major energy improvements and retrofits.	
Ensure that all major renovations and new building designs are 30% more efficient than applicable code	No	This is not considered a Top 5 strategy because HUD does not frequently perform new building designs or major renovations. The agency's efforts to reduce Scope 1&2 GHG Emissions are largely based on the completion of the HUD Headquarters ESPC.	
Implement in EISA 432 covered facilities all lifecycle cost effective ECMs identified	Yes	Implement HUD Headquarters ESPC- ECMs that were identified in HUD's only covered facility, the headquarters building, are being implemented as part of the HUD Headquarters ESPC.	Complete Phase #7 & 8 of the building HVAC retrofits, fan coil unit removal and building envelope improvements.
Reduce on-site fossil-fuel consumption by installing more efficient boilers, generators, furnaces, etc. and/or use renewable fuels	Yes	Decommission Purchased Steam- HUD has installed a new condensing boiler system that provides hot water heating for both process water and domestic hot water. The installation was completed as part of the HUD Headquarters ESPC.	The actual construction of this system is complete, however there are two remaining action items that were not completed during the previous period (as indicated in the aforementioned "Evaluating Previous Strategies section"): 1- Complete commissioning and functional testing of the new HUD Headquarters boilers

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
			and hot water heating system. 2- Turn over operation and maintenance responsibility to HUD's in house maintenance contractor
Reduce grid-supplied electricity consumption by improving/upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc.	Yes	Implement HUD Headquarters ESPC including improvements and up- grades for lighting, boilers, HVAC, chillers, compressors, lighting, etc.	1- Complete Phase #7 & 8 of the building HVAC retrofits 2 - Complete commissioning and functional testing for all ESPC related retrofits (Phases #1 - 8)
Employ operations and management best practices for energy consuming and emission generating equipment	Yes	Operation and Maintenance Best Practices- During the upcoming re- porting period HUD will be transfer- ring operation and maintenance responsibility for the new boiler system and the office spaces with upgraded HVAC to the HUD in-house maintenance contractor	Provide maintenance manuals and operational guidelines to the O&M contractor and make contract changes as necessary to ensure compliance with new requirements.
Install building utility meters and benchmark performance to track energy and continuously optimize performance	Yes	Integrate advanced meters with new Energy Management Control System (EMCS)	Connect advanced electric meters and new natural gas meter to the EMCS system.

HUD Progress toward Scope 3 Greenhouse Gas Goals

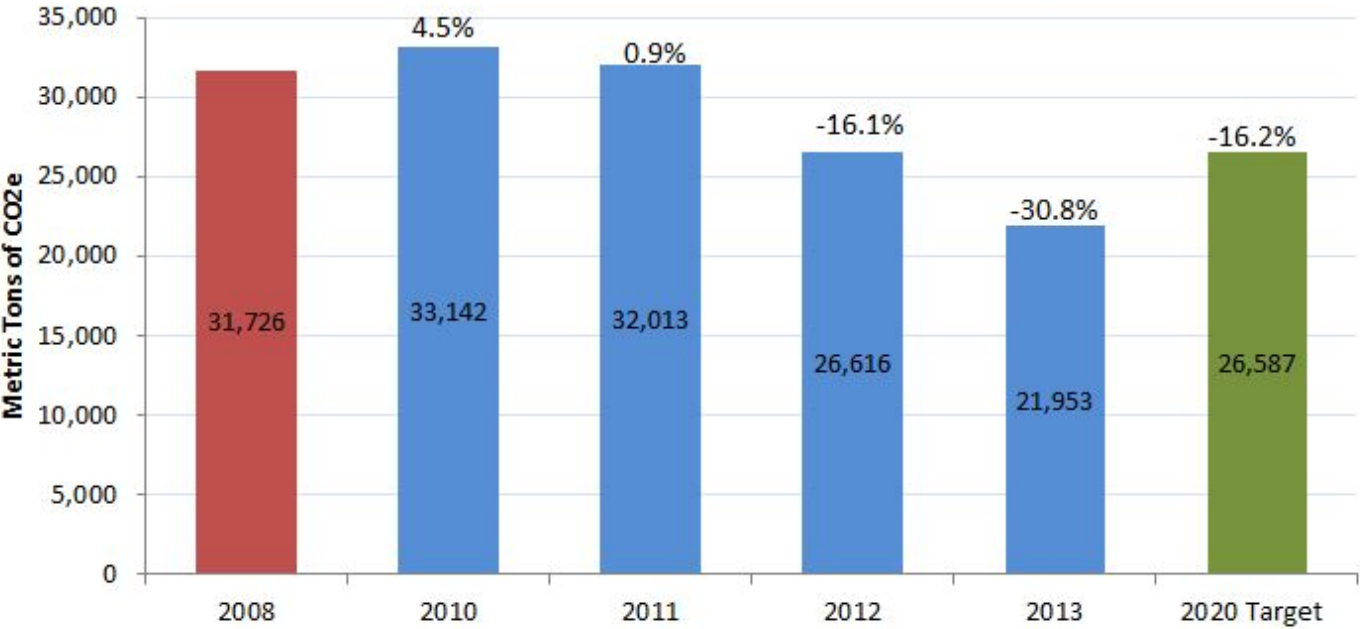


Table 1-2: Goal 1 Strategies - Scope 3 GHG Reductions

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Reduce employee business ground travel	Yes	Promote minimizing business travel and the use of virtual teleconference (VTC).	HUD did not successfully implement this strategy during the previous reporting period. Actions for this period: Develop agency policy signed by Strategic Sustainability Officer (SSO) by 12/31/14
Reduce employee business air travel	Yes	Promote minimizing business travel and the use of virtual teleconference (VTC).	HUD did not successfully implement this strategy during the previous reporting period. Actions for this period: Develop agency policy signed by Strategic Sustainability Officer (SSO) by 12/31/14
Develop and deploy employee commuter reduction plan	No	This strategy will be implemented as part of the 2015 Sustainability Plan.	
Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions	Yes	Review commuter surveys to identify trends or opportunities	Perform survey review and identify potential strategies.
Increase number of employees eligible for telework and/or the total number of days teleworked	Yes	HUD Climate Change Adaption Plan- Action 3.1- Improve Operational Readiness of HUD Field Staff	Increase the number of approved telework agreements in place
Develop and implement bicycle commuter program	Yes	Provide subsidies for Capital Bikeshare memberships.	Complete feasibility research on continuing and expanding the program.
Provide bicycle commuting infrastructure	No		

Department of Housing and Urban Development

Goal 2: Sustainable Buildings

HUD Progress toward Facility Energy Intensity Reduction Goals
(FY 2013 Goal: -24%)

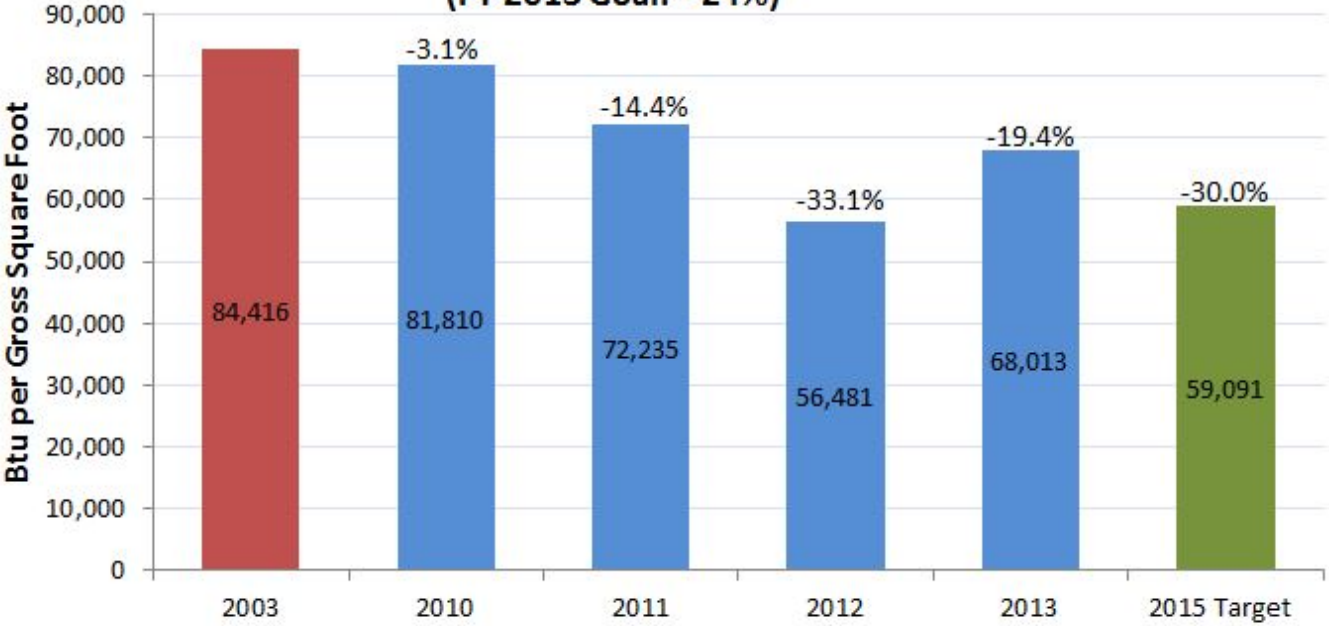


Table 2: Goal 2 Strategies &€ Sustainable Buildings

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Incorporate green building specifications into all new construction and major renovation projects	NA	HUD does not own any facilities, all buildings are GSA leases. HUD currently has a MOU in place with GSA to ensure that new leases entered on behalf of HUD include "green" lease	
Redesign or lease interior space to reduce energy use by daylighting, space optimization, sensors/control system installation, etc.	NA	Through a coordinated effort between HUD and GSA, approximately 30% of the HUD Headquarters Building 2nd floor was renovated during the last reporting periods. The renovated space includes an open space layout and is LEED accredited.	
Deploy CEQs Implementing Instructions " Sustainable Locations for Federal Facilities	NA	Agency has no plans to build or lease new facilities.	
Include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy efficient, and environmentally preferable products	NA	HUD does not own any facilities, all buildings are GSA leases. HUD currently has an MOU in place with GSA to ensure that new leases entered on be-half of HUD include "green" lease language. HUD will request that GSA construction contracts entered for HUD facilities include sustainable acquisition requirements.	
Develop and deploy energy and sustainability training for all facility and energy managers	Yes	Provide training Operation and Maintenance Best Practices for HUD Building Operations personnel	Continue to encourage training for Building Operations Staff annually (50% of staff trained by 12/31/14)

Department of Housing and Urban Development

Goal 3: Fleet Management

HUD Progress toward Fleet Petroleum Reduction Goals
(FY 2013 Goal: -16%)



HUD Progress toward Fleet Alternative Fuel Consumption Goals (FY 2013 Goal: +114.4%)

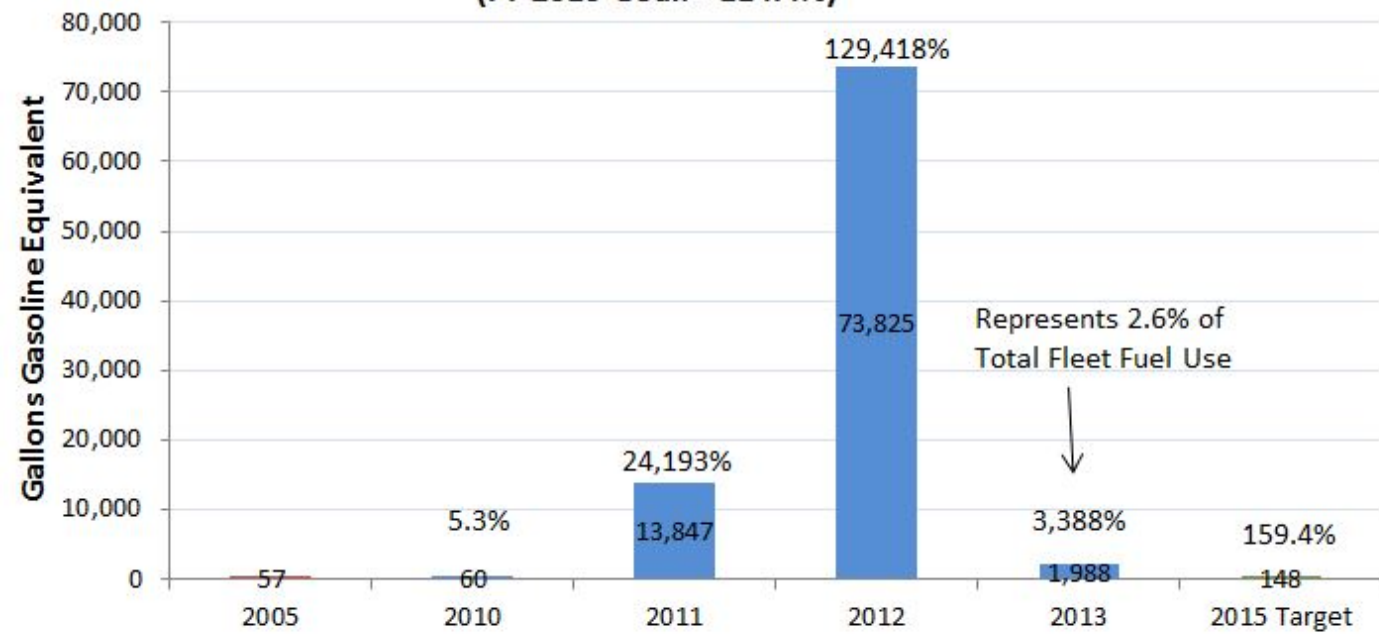


Table 3: Goal 3 Strategies &€ Fleet Management

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Optimize/Right-size the composition of the fleet (e.g., reduce vehicle size, eliminate underutilized vehicles, acquire and locate vehicles to match local fuel infrastructure)	Yes	Perform Vehicle Allocation Methodology (VAM) on eligible HUD Fleet.	Complete VAM by 3/1/15
Reduce miles traveled (e.g., share vehicles, improve routing with telematics, eliminate trips, improve scheduling, use shuttles, etc.)	No		
Acquire only highly fuel-efficient, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs)	Yes	Replace eligible vehicles with high efficiency alternatives.	Reduce identified "gas dedicated" vehicles by 5 vehicles over the next 6 months.
Increase utilization of alternative fuel in dual-fuel vehicles	No	HUD will continue to promote the use of alternative fuels in all areas where available.	
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles	No	HUD is using the GSA Fleet Drive-thru management system	
Increase GSA leased vehicles and decrease agency-owned fleet vehicles, when cost effective	NA	All agency fleet vehicles are currently leased.	

Department of Housing and Urban Development

Goal 4: Water Use Efficiency&Management

HUD Progress toward Potable Water Intensity Reduction Goals
(FY 2013 Goal: -12%)



Table 4: Goal 4 Strategies & Water Use Efficiency & Management

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Purchase and install high efficiency technologies (e.g., WaterSense)	No	HUD has already performed a building wide retrofit of water fixtures with low flow water savings devices.	
Prepare and implement a water asset management plan to maintain desired level of service at lowest life cycle cost (for best practices from the EPA, go to http://go.usa.gov/KvbF)	Yes	Prepare water asset management plan.	Draft complete by 12/31/14
Minimize outdoor water use and use alternative water sources as much as possible	NA	The agency has minimal landscaping at its only leased facility. HUD will work with GSA to explore the possibility of installing replacement landscaping that requires minimal watering such as Xeriscaping.	
Design and deploy water closed-loop, capture, recharge, and/or reclamation systems	No	This is not a considered a top priority. During the next reporting cycle HUD will determine the feasibility of installing a water capture system at the HUD Headquarters Facility.	
Install advanced meters to measure and monitor (1) potable and (2) industrial, landscaping and agricultural water use	NA	Irrigation water is already metered at the HUD Headquarters facility.	
Develop and implement programs to educate employees about methods to minimize water use	Yes	HUD will develop an awareness program to promote water efficiency and communicate methods	1- Draft plan for awareness program by 10/31/14; 2- Place awareness materials on agency intranet site by 1/31/15

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		for minimizing water use to employees.	
Assess the interconnections and dependencies of energy and water on agency operations, particularly climate changes effects on water which may impact energy use	Yes	Assess potential links between agency water use efficiency and HUD CCAP planning.	

Department of Housing and Urban Development

Goal 5: Pollution Prevention&Waste Reduction

Table 5: Goal 5 Strategies &“ Pollution Prevention & Waste Reduction

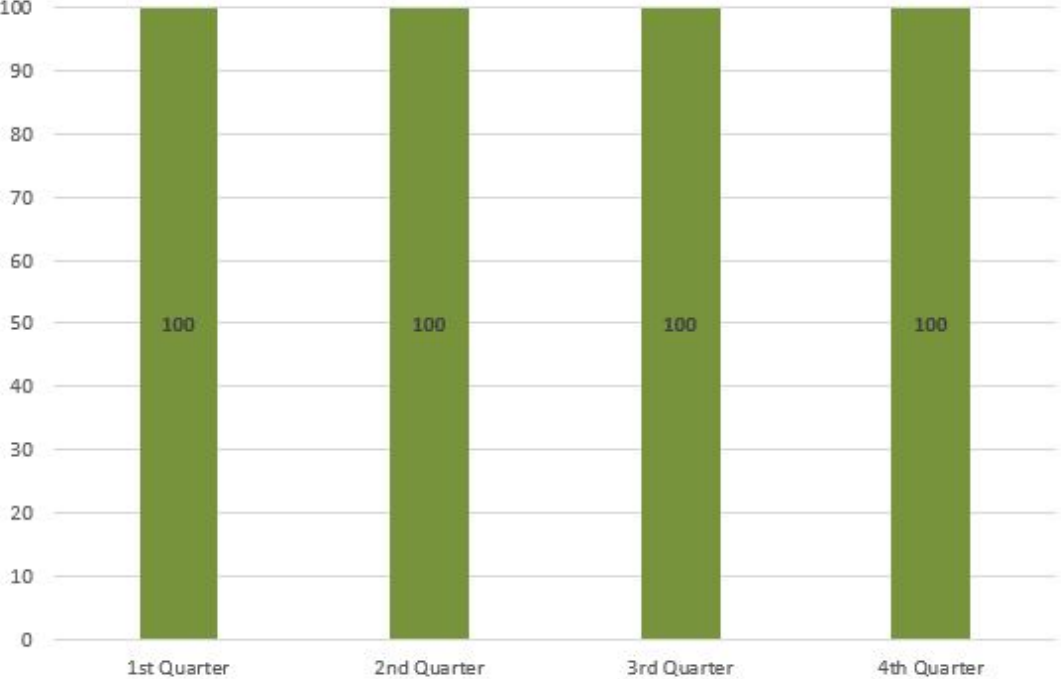
(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Eliminate, reduce, or recover refrigerants and other fugitive emissions	Yes	Review and evaluate refrigerant monitoring program.	Continue to review the refrigerant monitoring program and implement corrective actions no later than 12/31 annually.
Reduce waste generation through elimination, source reduction, and recycling	No	HUD currently uses a comingle recycling system.	
Implement integrated pest management and improved landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals/materials	Yes	HUD will work with its Building Services division to implement integrated pest management practices.	Review IPM practices and determine if there are environmentally preferable alternatives to current practices and chemical use.
Establish a tracking and reporting system for construction and demolition debris elimination	No	HUD performs minimal construction in the HUD Headquarters building. HUD will coordinate with its Space Management Division on the feasibility of implementing a tracking system for waste created by minor space alterations performed.	
Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities	Yes	HUD currently has a chemical inventory plan in place that is maintained by the HQ Safety and Health Specialist.	Review the current chemical inventory plan to identify unnecessary chemicals or potential substitutes by 12/31/14.
Take inventory of current HFC use and purchases	Yes	HUD currently maintains an inventory of HFC use and purchases.	Perform review of HUD HQ refrigerant management

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
			practices and inventory by 12/31/14.
Require high-level waiver or contract approval for any agency use of HFCs	Yes	Review and evaluate current maintenance contract.	Determine if contract requirements need to be added to ensure COR notification and subsequent approval for 100% of refrigerant leaks and/or recharges- no later than 12/31/14
Ensure HFC management training and recycling equipment are available	Yes	Perform maintenance practice review.	Implement all corrective action by 12/31/14

Department of Housing and Urban Development

Goal 6: Sustainable Acquisition

Percent Of Applicable Contracts Containing Sustainable Acquisition Requirements



FY 2013

Table 6: Goal 6 Strategies & ‘Sustainable Acquisition

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 month
Review and update agency specifications to include and encourage biobased and other designated green products to enable meeting sustainable acquisition goals	Yes	OCPO COs, during Interagency Acquisition Team (IAT) meetings, will discuss necessary specification updates regarding biobased and green products. .	OCPO will add biobased and green product requirements to the IAT checklist.
Update and deploy agency procurement policies and programs to ensure that federally-mandated designated sustainable products are included in all relevant procurements and services	Yes	HUD intends to maintain compliance through centralizing, updating and maintaining its intranet Web pages on Environmental Consciousness throughout HUD to reflect all requirements listed in HUD’s APP plan with various links to recycled content products, environmental preferable products, biobased products and energy conservation products and others. HUD issued a Signal to Acquisition Staff informing them of their responsibility for ensuring that contractors are aware of and comply with the final rule for Biobased Reporting Requirements to submit annual reports of their biobased purchases by October 31 of each year at www.sam.gov .	The Web pages have been updated and uploaded. 2014 milestone- OCPO is in process of reviewing and updating all of our webpages. These pages will be reviewed and updated again, as necessary, within the next year.
Report on sustainability compliance in contractor performance reviews	No	To facilitate contract compliance, OCPO intends to partner with industry to further facilitate compliance by issuing a flyer to	Flyer was drafted but due to resource constraints resulting from sequestration, not issued. 2014 milestone - OCPO expects to update

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 month
		contractors (and request they notify subcontractors,) who are potential users of biobased and other greening materials in performance of HUD contracts, that identifies the statutory and regulatory requirements. OCPO developed a flyer and is working on putting together a mailing list to ensure that it goes to the appropriate vendors.	and issue the flyer sometime in the 4th quarter of FY 2014.
Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which include sustainable acquisition requirements	Yes	OCPO has mandated that all office supplies are purchased using FSSI vehicles and/or Schedule 75 (in the absence of FSSI) which are biobased and green compliant. OCPO conducts monthly sampling to ensure compliance with this mandate.	HUD is currently at 99% compliance on using FSSI for office supplies. We are seeking 100% compliance using FSSI/Schedule 75.
Deploy corrective actions to address identified barriers to increasing sustainable procurements with special emphasis on biobased purchasing	No	OCPO has not identified any barriers at this time.	
Include biobased and other FAR sustainability clauses in all applicable construction and other relevant service contracts	Yes	Include FAR requirements for energy efficient, biobased and other relevant sustainability factors in all new contract actions, as appropriate.	OCPO's Risk Management and Compliance Unit will perform annual reviews to ensure the appropriate clauses are contained in contracts requiring biobased and sustainable products. The first review established the baseline and incremental improvements will be

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 month
			established thereafter, e.g. 10% per quarter until full compliance is achieved. 2014 milestone- OCPO will perform quarterly compliance reviews and report the results out biannually in July 2014 and Jan 2015.

Department of Housing and Urban Development
Goal 7: Electronic Stewardship&Data Centers




EPEAT	POWER MANAGEMENT	END-OF-LIFE	
			

Table 7: Goal 7 Strategies & Electronic Stewardship & Data Centers

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Identify agency Core and Non-Core Data	NA	Since 2005, HUD has operated in a fully outsourced infrastructure mode with two vendors providing consolidated departmental IT operations in hosting, storage, data transport, user environments and systems integration. HUD has achieved its goal of consolidation and does not plan further consolidation of its existing base of contracts and the contractors have no plans to consolidate their efforts	
Consolidate 40% of agency non-core data centers	NA	HUD has fully outsourced its infrastructure via two fixed price, performance based managed services contracts. The data center resources are Contractor-Owned / Contractor-Operated (CO/CO).	
Optimize agency Core Data Centers across total cost of ownership metrics	NA	Same as above.	
Ensure that power management, duplex printing, and other energy efficiency or environmentally preferable options and features are enabled on all eligible electronics and monitor compliance	Yes	HUD IT Services contracts require EPEAT-registered and energy efficient products. HUD will include EPEAT requirements in new infrastructure contracts when purchasing energy-consuming products covered by EPEAT	1- Duplex Printing " Duplex printing is enabled on all networked printers that are reducing paper consumption and energy usage. 2- Power management - Automated power management is enabled for all computers and printers across the Enterprise. Automated

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
			<p>power management provides remote management of power, ensuring less consumption when not needed and thus lower electricity consumption levels. 3- Acquiring Electronic Product Environmental Assessment Tool (EPEAT) rated computer desktops, laptops, and monitors through our managed service provider. The EPEAT is a procurement tool to help large volume purchasers in the public and private sectors evaluate, compare, and select desktop computers, notebooks, and monitors based on their environmental attributes. 4- Extending the use of electronics products to a four year minimum</p>
Update and deploy policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products, including use of certified eSteward and/or R2 electronic recyclers, and monitor compliance	Yes	Ensure existing policies are followed	Review property dispositions to verify compliance with HUD's affirmative procurement policy allowing only certified recyclers
Ensure acquisition of 95% EPEAT registered and 100% of ENERGY STAR qualified and FEMP designated electronic office products	Yes	HUD IT Services contracts require EPEAT-registered and energy efficient products. HUD will include EPEAT requirements in new infrastructure contracts	Ensure that all leased equipment is EPEAT certified through random compliance monitoring

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		when purchasing energy-consuming products covered by EPEAT.	

Department of Housing and Urban Development

Goal 8: Renewable Energy

**HUD Use of Renewable Energy as a Percentage of Electricity Use
(FY 2013 Goal: 7.5%)**

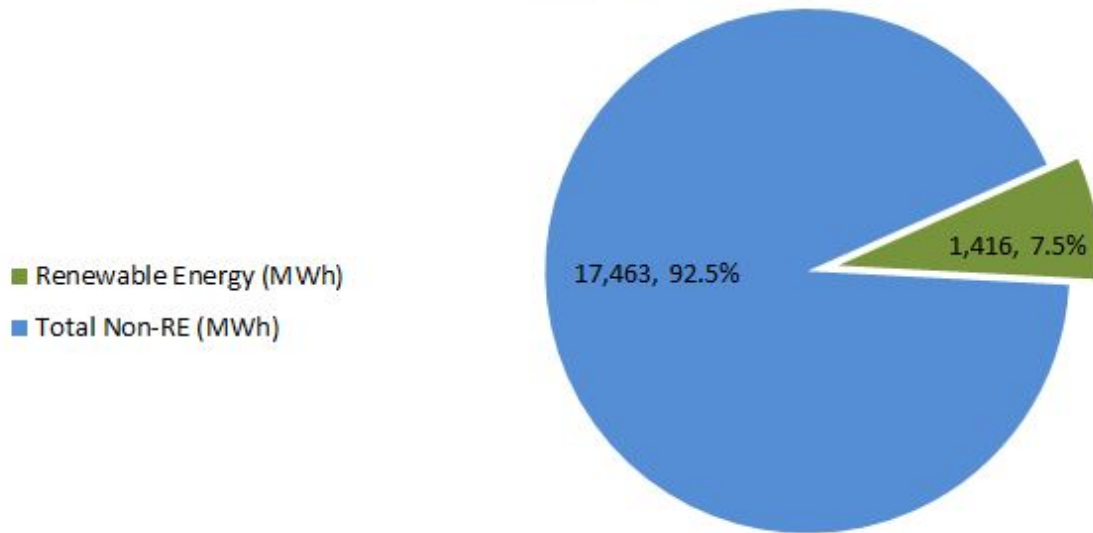


Table 8: Goal 8 Strategies &€‘ Renewable Energy

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Purchase renewable energy directly or through Renewable Energy Credits (RECs)	NA	HUD will continue to participate in the GSA area wide utilities agreement which secures electricity pricing for multiple buildings in the region and includes REC purchases for the HUD Headquarters. HUD does not purchase energy for any of its other buildings which are leased and managed through GSA.	
Install onsite renewable energy on federal sites	NA	HUD does not own any federal sites.	
Lease land for renewable energy infrastructure	NA	HUD does not own any land that can be leased.	
Develop biomass capacity for energy generation	NA	HUD does not have any feasible opportunities to implement this strategy.	
Utilize performance contracting methodologies for implementing ECMs and increasing renewable energy	NA	HUD's planned ECMs to install Solar Photovoltaics and Solar Domestic Hot Water Heating were not allowed to move forward because the building roof does not have the structural capacity to support these systems.	
Work with other agencies to create volume discount incentives for increased renewable energy purchases	NA	HUD will continue to participate in the GSA area wide utilities agreement which secures electricity pricing for multiple buildings in the region and includes REC purchases for the HUD Headquarters. HUD does not purchase	

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		energy for any of its other buildings which are leased and managed through GSA.	

Department of Housing and Urban Development

Goal 9: Climate Change Resilience

Table 9: Goal 9 Strategies & Climate Change Resilience

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
<p>Ensure climate change adaptation is integrated into both agency-wide and regional planning efforts, in coordination with other Federal agencies as well as state and local partners, Tribal governments, and private stakeholders</p>	<p style="text-align: center;">Yes</p>	<p>1-Establish Disaster Area Response Teams in Indian Country (HUD CCAP 2.10) 2-Brief State and Local Governments on HUD Recovery Activities Pre-Disaster (HUD CCAP 2.13)</p>	<p>1- HUD Climate Change Adaption Plan (CCAP) 2.10 - Finalize region-specific resource manuals for disaster-related resources (October 2014); Lead workshops with tribal leaders on disaster preparedness/response (FY 2015) 2- HUD CCAP 2.13 - Establish POC lists for each Field Office jurisdiction that include key state, local and federal partners under the National Disaster Recovery Framework; Establish a working relationship with the state Disaster Housing Task Force in each state (if in operation). Meet with this body each FY and as needed or requested; Convene primary and support agencies under the Housing RSF of the NDRF each FY and as needed or requested. This will include discussion of available and potential resources for post disaster recovery, information sharing, and federal support for state recovery efforts.</p>
<p>Update agency emergency response procedures and</p>	<p style="text-align: center;">Yes</p>	<p>Review and Test Disaster Recovery and COOP Plans</p>	<p>HUD CCAP 3.2 - Collect COOP plans; Compile best practices; Run regional</p>

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
protocols to account for projected climate change, including extreme weather events		Under Various Climate Scenarios (HUD CCAP 3.2)	climate scenarios/exercises; Update COOP plans
Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change	No	Develop Disaster Response and Recovery Standard Operating Protocols and Tools (HUD CCAP 3.7)	HUD CCAP 3.7 - Draft and execute Departmental SOPs and tool kits that define general roles and responsibilities for each division; Draft and execute SLAs between divisions where more granular descriptions of tasks by role and responsibility are required e.g., between ODMNS and FPM.
Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change	Yes	Update Program Policies and Regulations (HUD CCAP 1.0)	HUD CCAP 1.1 Update Disaster Assistance and Targeted Lending Initiative Policies; HUD CCAP 1.2 Evaluate Feasibility of Securitizing Title I Property Improvement Loans in Ginnie Mae MBS; HUD CCAP 1.3 Conduct Outreach with Mortgage Insurance and Guaranty Agencies to Facilitate Coordination of Consistent Disaster Assistance Policies; HUD CCAP 1.4 Update Part 55 Floodplain Regulation to Require Higher Flood Elevation; HUD CCAP 1.5 Update Environmental Assessment Factors for 24 CFR Part 50 and Part 58 Reviews *Additional actions and supporting milestones for

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
			this strategy may be found in HUD CCAP 1.0; p. 10-20
Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies	No	Create and maintain the HUD Resilience Council that includes principals from each of HUD's core offices and staffed by designees from each office.(HUD CCAP; p.9)	HUD CCAP (reference page 9): 1- Create a structure and process to continue to educate and inform HUD program managers on the evolving risks and vulnerabilities created by a changing climate and make key decisions regarding resilience. 2- Engage partners and allies to access the latest climate risk information and build on their work to respond to and anticipate climate impacts and build community resilience. 3- Complete key deliverables for HUD's resilience work.
Identify vulnerable communities that are served by agency mission and are potentially impacted by climate change and identify measures to address those vulnerabilities where possible	Yes	Conduct Research on Climate-Related Risk (HUD CCAP 4.0)	HUD CCAP 4.1 Identify Vulnerable Physical Assets Map expected climate and related hazards against location of HUD-subsidized, HUD-insured, and public housing and incorporate demographic data to identify populations that are particularly at risk. Also, include asset-specific information (e.g. wood construction) to best understand vulnerability to hazards (e.g. termites). Coordinate at state-level with Field Office Directors;

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
			HUD CCAP 4.3 Survey Residents in HUD-Assisted Properties This will involve a contractor-led survey of residents to support PHAs in determining typical demographic profiles and any special circumstances that will affect the ability to evacuate residents and respond to disaster.
Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary	Yes	Create and maintain the HUD Resilience Council that includes principals from each of HUD's core offices and staffed by designees from each office. (HUD CCAP; p.9)	HUD CCAP (reference page 9): 1- Engage partners and allies to access the latest climate risk information and build on their work to respond to and anticipate climate impacts and build community resilience. 2- Complete key deliverables for HUD's resilience work.
Design and construct new or modify/manage existing agency facilities and/or infrastructure to account for the potential impacts of projected climate change	No	All HUD facilities are leased and the agency does not design and construct new buildings. However HUD CCAP 3.3 indicates that the agency will work with GSA to increase resilience of HUD Field Offices.	HUD CCAP 3.3: 1- Identify HUD Field Offices at risk from climate-related hazards. 2- Discuss options with GSA that provide immediate solutions to potential alternative work site needs and long-term solutions including building retrofits or new lease locations. 3- Ensure that alternate work sites are included in Field Office COOP plan.
Incorporate climate preparedness and resilience into planning and implementation guidelines	No	1- Encourage Consolidated Plans to Incorporate Planning for Climate-Related Risk (HUD	HUD CCAP 1.13: 1- Develop additions to instructions for completing the Consolidated Plan

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
for agency-implemented projects		CCAP 1.13); 2- Develop Guidance on Building Design, Construction, & Retrofit for Sustainability & Resilience (HUD CCAP 2.5)	template and related materials. 2- Issue instructions in conjunction with technical assistance. HUD CCAP 2.5: 1- Develop literature/existing resources review. 2- Draft technical assistance materials. 3- Issue materials.

Department of Housing and Urban Development

Goal 10: Energy Performance Contracts

Table 10: Goal 10 Strategies - Energy Performance Contracting

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Evaluate 25% of agencies most energy intensive buildings for use with energy performance contracts	NA	HUD did not commit to a performance contracting investment target. HUD awarded an ESPC for the HUD Headquarters building just prior to the President's challenge. HUD HQ is a GSA Delegated Building and is the only building for which HUD has operation and maintenance responsibility . This project resulted in \$33 million of energy efficiency improvements. All of HUD's other buildings are leased through GSA and are not candidates for HUD initiated ESPC work.	
Prioritize top ten projects which will provide greatest energy savings potential	NA		
Cut cycle time of performance contracting process by at least 25%	NA		
Assign agency lead to participate in strategic sourcing initiatives	NA		
Devote 2% of new commitments to small buildings (<20k sq. ft.)	NA		
Identify and commit to include 3-5 onsite renewable energy projects	NA		

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
in energy performance contracts			
Ensure relevant legal and procurement staff are trained by FEMP ESPC/UESC course curriculum	NA		
Provide measurement and verification data for all awarded projects	NA		
Enter all reported energy savings data for operational projects into MAX COLLECT (max.gov)	NA		

***U.S. Department of Housing & Urban Development
Fleet Management Plan***



On May 24, 2011, the President issued a Presidential Memorandum-Federal Fleet Performance. In it, the President stated that the Federal Government has “a responsibility to American citizens to lead by example and contribute to meeting our national goals of reducing oil imports by 2025 and putting one million advanced vehicles on the road by 2015.”

From the direction of the President, the General Services Administration (GSA) was instructed to complete a Vehicle Allocation Methodology (VAM). The purpose of the VAM is to achieve a Federal fleet that is comprised of smaller more efficient, less greenhouse gas (GHG) emitting vehicles that operate primarily on alternative fuels by the year of 2015. GSA provided Housing and Urban Development (HUD) with the following recommendations based on the results of the VAM:

Subsequently, the following recommendations were made based on the information submitted in the VAM report:

- Review and validate exemptions and consider drastic reductions of vehicles exempted from the VAM studies.
- Seek fleet reductions in excess of the 9 percent, and incorporate exempt vehicles in the right sizing of the fleet.
- Utilize the Department of Energy (DOE) tools to increase the use of alternative fuel.
- Look for opportunities to use share fleet on demand services.

In an effort to achieve the goals established in Executive Order 13423 and Executive Order 13514, HUD will incorporate the GSA recommendations to ensure that we meet the goals. HUD is currently in the process of reviewing exempted vehicles and implementing a reduction strategy that will not only reduce the amount of vehicles but also reduce the size of larger vehicles that produce greater GHG emissions.

Currently HUD has a total of 376 vehicles, (210- Law Enforcement, 4- Secretary, 162-Office of Field Resources and Administration. That is overall fleet reduction of 2%, since last year 2013. HUD at this rate of reduction, by 2015, HUD will not only meet but exceed the overall percentage reduction.

HUD currently has 89 gas dedicated vehicles. We have decreased our gas dedicated vehicles by 2 vehicles which is a 0.02% reduction (2013-91, 2014-89). Since 2013 we have decreased our flex fuel vehicles by 5 which is a 0.02% reduction (2013-250, 2014-245). Since 2013 the hybrid vehicles we have in our inventory is 38, this remain constant for the past two years.

HUD will continue with the reduction strategy of underutilized fleet as well as incorporate OIG vehicles and vehicles in the overall fleet that are gas dedicated.

HUD's fleet mission still stands, we are committed to ensuring that the fleet not only meets the requirements outlined in the executive orders but to exceed the requirements. In a collaborative effort with GSA, and FEMP we believe that we will be able to achieve the milestones that have been established.